

BRDM Gap Analysis

BRDM Gap Number 1: Beneficiary Primary Point of Contact

“As-Is”	“To-Be”	Initial Implementation Points (Final by February 28, 2004)
<ul style="list-style-type: none"> • In general, beneficiaries do not have a primary point of contact to seek information or services. • Beneficiaries must contact different organizations and personnel in order to obtain a response to a request. • Beneficiaries and 3rd party entities contact DOI personnel with whom they have a working relationship. 	<ul style="list-style-type: none"> • The Integrated Servicing Office provides a primary point of contact. • The Integrated Servicing Office may consist of a Superintendent / Deputy Agency Superintendent for Trust / Trust Officer, Trust Program Specialists and a dedicated support staff. • The Integrated Servicing Office develops and manages an interactive relationship between the beneficiary and the trustee. • Beneficiary interface workload is shifted from the program offices to the Integrated Servicing Office. • Standard operating procedures and service delivery standards are used in the provision of trust services. • Beneficiaries have options to select from available communication mediums for receiving responses to their requests. 	<ul style="list-style-type: none"> • Create a primary point of contact for requestors. • Develop standard business operating procedures for the Integrated Servicing Office. • Develop business performance metrics and measures for the Integrated Servicing Office. • Establish preferred method of response / communication mediums.

BRDM Gap Number 2: Beneficiary Inquiry / Request Tracking

“As-Is”	“To-Be”	Initial Implementation Points (Final by February 28, 2004)
<ul style="list-style-type: none"> • Beneficiary’s inquiries / requests are not consistently tracked across the regions. • The majority of servicing offices have a limited capability for documenting and tracking beneficiary requests. • There is a lack of end-to-end tracking capability for requests that are transferred from one office to another. • Status reporting is not consistent across the regions. 	<ul style="list-style-type: none"> • The common inquiry / request tracking system provides consistency across the regions for tracking inquiries / requests. • The common inquiry / request tracking system facilitates consistent status reporting on inquiries / requests across the regions. • The receiving personnel has ownership of the request until a response is made to the requestor. • The tracking data provides the capability to review a log of previous requests by the requestor. • Accountability is achieved by analyzing the inquiry / request tracking data on a continuous basis to evaluate performance and identify business improvement opportunities. 	<ul style="list-style-type: none"> • Develop a capability to track status and the transfer of requests. • Analyze tracking data. • Capability to evaluate and measure the efficiency of the business operations.

BRDM Gap Number 3: Beneficiary Access to their Account Information

“As-Is”	“To-Be”	Initial Implementation Points (Final by February 28, 2004)
<ul style="list-style-type: none"> Beneficiaries have limited electronic access to their own trust account information. 	<ul style="list-style-type: none"> Beneficiaries have access to their own trust account information via the Internet and Kiosk technologies 	<ul style="list-style-type: none"> Expand beneficiary access to their specific account data.

BRDM Gap Number 4: Beneficiary Follow-up

“As-Is”	“To-Be”	Initial Implementation Points (Final by February 28, 2004)
<ul style="list-style-type: none"> Several servicing offices perform telephone follow-up on a time available basis, therefore beneficiaries receive different levels of service and attention from one region to another. 	<ul style="list-style-type: none"> Follow-up is performed to ensure that a requestor received his / her response and to receive feedback. Satisfaction surveys are performed on an as needed basis to gauge how well the requestors perceive the delivery of trust services. 	<ul style="list-style-type: none"> Create requestor follow-up and satisfaction surveys.

BRDM Gap Number 5: Access to Trust Integrated Data

“As-Is”	“To-Be”	Initial Implementation Points (Final by February 28, 2004)
<ul style="list-style-type: none"> • Servicing office personnel cannot always provide timely responses due to the lack of reasonable access to trust related data. 	<ul style="list-style-type: none"> • The automated systems and information Universal Support Function provides reasonable access to the correct trust related data. • The Integrated Servicing Office personnel have access to integrated data, workflow tools and imaging capability for responding to inquiries / requests without additional research and transfer to another office. • The integrated data consists of beneficiary, financial, ownership, land use and natural resource information. • Pre-scheduled products, such as account statements are automatically generated by the automated system. 	<ul style="list-style-type: none"> • Reference Automated Systems and Information Universal Support Function’s requirements.

BRDM Gap Number 6: Beneficiary Asset Counseling

“As-Is”	“To-Be”	Initial Implementation Points (Final by February 28, 2004)
<ul style="list-style-type: none"> • There is insufficient communication between DOI and the beneficiaries. Roles and responsibilities of each party are misunderstood. • There is a lack of beneficiary understanding with regard to their financial, land use and estate planning. • The relationship between the beneficiary and trustee is less than a partnership and not conducive to the effective management of the Trust. 	<ul style="list-style-type: none"> • Beneficiary asset counseling establishes a partnership in managing trust assets. • The beneficiary interface uses reliable information and analytical tools to counsel the beneficiaries on options for financial asset planning, land and natural resource planning, land and natural resource use, individualized trusts for IIM account holders, land consolidation planning and estate planning. • Standard operating procedures ensure beneficiaries are involved in asset management. • The interactive service function with beneficiaries includes representation from the other core business processes. 	<ul style="list-style-type: none"> • Provide trust asset management options for beneficiaries. • Include the beneficiary’s interest in trust asset management. • Establish proactive contact between the beneficiary and the trustee. • Enhance the beneficiary / trustee relationship through counseling.

BRDM Gap Number 7: Beneficiary Department-wide Outreach

“As-Is”	“To-Be”	Initial Implementation Points (Final by February 28, 2004)
<ul style="list-style-type: none"> The Mineral Management Service and the Office of the Special Trustee for American Indians outreach programs provide beneficiaries with trust asset information and answers to questions. Since the existing activities are primarily focused on topics relevant to mineral owners, they do not always include participants from all of the bureaus. 	<ul style="list-style-type: none"> Relationship building is enhanced through outreach activities tailored to meet the needs of the beneficiaries. The outreach activities are enhanced to include beneficiaries and participants from Bureau of Indian Affairs, Mineral Management Service, Office of the Special Trustee for American Indians, Office of Hearings and Appeals and Tribes. Real-time access to integrated data is provided while performing outreach activity. Enhancing the outreach program provides an opportunity for the program offices to obtain beneficiary information. 	<ul style="list-style-type: none"> Conduct department-wide outreach programs. Enhance the beneficiary / trust relationship through outreach programs.

BRDM Gap Number 8: Beneficiary Account Administration

“As-Is”	“To-Be”	Initial Implementation Points (Final by February 28, 2004)
<ul style="list-style-type: none"> • An IIM account is normally opened because of an inheritance, or trust funds come to an individual from various sources, such as judgment awards, gift deeds, land leases or sales, rights of way payments, or tribal trust fund <i>per capita</i> disbursements. • An IIM account may be closed when it no longer receives recurring income, when a minor reaches the age of majority with no potential recurring income, when an estate is close or when a duplicate account is identified. • Account maintenance is currently a labor-intensive process. Any BIA or OST office, or Compacted / Contracted Tribe, may initiate account maintenance transactions. • Beneficiaries can request changes to account information, status or characteristics. • Current practices do not rely on documentation determined to be valid during formal probate proceedings; e.g., birth certificates of heirs. As a result, heirs and devisees must 	<ul style="list-style-type: none"> • The Integrated Servicing Office handles all beneficiary account administration; this includes account payable and account receivable transactions. • Notification of requirements for maintaining beneficiary accounts from trust asset ownership and land use transactions are automatically provided through the system. The system also provides access to the “on file” documentation thus eliminating the need for beneficiaries to resubmit required documentation. • The beneficiary may request changes to account information, status or characteristics. • The account holder is counseled on options on the use of accounts. • Any account maintenance activity that is performed is communicated to the beneficiary through an automated confirmation notice. • Descriptive explanations of payment, using terminology that the beneficiaries understand are provided. 	<ul style="list-style-type: none"> • Perform beneficiary account administration. • Perform account payable administration. • Perform account receivable administration. • Provide account administration counseling to beneficiaries. • Provide self-explanatory descriptions for any pre-scheduled products delivered to beneficiaries.

“As-Is”	“To-Be”	Initial Implementation Points (Final by February 28, 2004)
<p>resubmit this documentation before they can receive funds due to them from the decedent’s estate.</p> <ul style="list-style-type: none"> • Complicated forms and the amount of required documentation cause account maintenance and disbursement requests to be confusing to beneficiaries and labor-intensive for both BIA and OST personnel. • Beneficiaries have difficulty understanding the account statements. 		